

Exhibit A-4

	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
	0	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21
1- Current operations - Water and Sewer systems																						
1a- Labor costs																						
Average Water Headcount	1,832	1,832	1,832	1,832	1,832	1,832	1,832	1,832	1,832	1,832	1,832	1,832	1,832	1,832	1,832	1,832	1,832	1,832	1,832	1,832	1,832	1,832
Average cost per employee	43,576	44,666	45,782	46,927	48,100	49,303	50,535	51,798	53,093	54,411	55,781	57,176	58,605	60,070	61,572	63,111	64,689	66,306	67,964	69,663	71,405	73,189
Salary & Wages	79,831,661	81,827,453	83,873,539	85,909,367	88,119,216	90,322,197	92,580,252	94,894,758	97,267,127	99,698,085	102,191,275	104,746,057	107,364,709	110,048,826	112,800,447	115,620,048	118,510,549	121,474,533	124,510,544	127,622,990	130,813,472	134,079,621
Overtime	11,723,910	12,017,008	12,317,433	12,625,369	12,941,003	13,264,528	13,596,141	13,936,045	14,284,446	14,641,557	15,007,596	15,382,786	15,767,356	16,161,539	16,565,578	16,979,717	17,404,210	17,839,316	18,283,298	18,742,431	19,212,092	19,692,774
% of salary and wages	14.7%	14.7%	14.7%	14.7%	14.7%	14.7%	14.7%	14.7%	14.7%	14.7%	14.7%	14.7%	14.7%	14.7%	14.7%	14.7%	14.7%	14.7%	14.7%	14.7%	14.7%	14.7%
Benefits - Health	26,862,902	28,206,047	29,616,349	31,097,166	32,652,025	34,284,626	35,998,857	37,798,800	39,688,740	41,673,177	43,756,836	45,944,678	48,241,912	50,645,007	53,166,708	55,846,043	58,638,345	61,570,262	64,648,775	67,881,214	71,275,275	74,829,275
Benefits - Social Security	4,466,894	7,056,209	7,253,330	7,161,194	7,218,738	7,218,320	7,330,023	7,489,824	7,693,304	7,940,364	8,230,944	8,560,933	8,938,827	9,359,448	9,819,488	10,324,519	10,874,963	11,474,519	12,124,054	12,828,589	13,589,124	14,404,659
Benefits - Other	7,800,680	7,995,097	8,195,590	8,400,479	8,610,491	8,825,754	9,048,397	9,272,557	9,504,371	9,741,981	9,985,530	10,235,168	10,491,047	10,753,524	11,022,157	11,297,711	11,580,153	11,869,657	12,166,399	12,470,559	12,782,323	13,101,695
Pension	4,213,973	4,319,322	4,427,305	4,537,988	4,651,437	4,767,723	4,886,916	5,009,089	5,134,317	5,262,675	5,394,241	5,529,097	5,667,325	5,809,008	5,954,233	6,103,089	6,255,666	6,412,058	6,572,359	6,736,668	6,905,085	7,077,610
Post retirement medical (OPEB)	22,546,291	23,673,405	24,857,285	26,100,150	27,405,157	28,775,415	30,214,186	31,724,895	33,311,140	34,976,697	36,725,532	38,561,808	40,489,899	42,514,393	44,640,113	46,872,119	49,215,725	51,676,511	54,260,337	56,973,353	59,822,021	62,815,440
Benefits & Pension	65,890,739	71,250,880	74,349,859	77,296,977	80,537,849	83,871,837	87,476,380	91,655,165	95,632,472	99,782,885	104,166,083	108,771,715	113,624,010	118,719,420	123,998,659	129,532,550	135,336,812	141,419,229	147,790,924	154,460,694	161,439,627	168,742,431
1b- Other operating costs																						
Contractual services	85,881,454	88,028,490	90,229,203	92,484,933	94,797,056	97,166,982	99,596,157	102,086,061	104,638,212	107,254,168	109,935,522	112,683,910	115,501,008	118,388,533	121,348,246	124,381,952	127,491,501	130,678,789	133,945,758	137,294,402	140,726,762	144,249,621
Utilities - Water	4,347,825	4,409,468	4,504,412	4,377,691	4,471,648	4,567,668	4,665,798	4,772,853	4,882,364	4,994,387	5,108,981	5,226,204	5,346,117	5,468,781	5,594,259	5,722,617	5,853,920	5,988,235	6,125,632	6,266,182	6,409,957	6,557,405
Utilities - Gas	12,121,007	12,292,652	12,557,546	12,204,268	12,466,205	12,733,894	13,007,463	13,305,913	13,611,211	13,925,513	14,242,982	14,569,780	14,904,077	15,246,044	15,595,857	15,953,066	16,319,746	16,694,195	17,077,236	17,460,065	17,860,889	18,280,316
Utilities - Steam	137,718	139,671	142,678	138,664	141,640	144,682	147,790	151,181	154,660	158,198	161,828	165,541	169,339	173,224	177,199	181,265	185,424	189,678	194,009	198,482	203,066	207,840
Utilities - Electric	49,466,027	50,691,984	51,299,244	49,808,433	50,875,458	51,609,958	53,086,459	54,304,502	55,580,492	56,825,972	58,026,977	59,262,635	60,526,977	62,222,623	63,604,292	65,110,717	66,904,652	68,193,864	69,696,104	71,295,285	72,931,122	74,604,523
Utilities - Gas	1,280,247	1,298,398	1,326,355	1,289,941	1,316,708	1,344,081	1,373,876	1,405,399	1,437,646	1,470,632	1,504,375	1,538,982	1,574,201	1,610,320	1,647,268	1,685,064	1,723,727	1,763,277	1,803,735	1,845,120	1,887,456	1,931,240
Utilities - Sewage	6,744,039	6,839,655	6,986,926	7,060,365	7,185,104	7,357,257	7,573,177	7,830,312	8,124,468	8,458,259	8,832,519	9,246,816	9,701,151	10,198,519	10,741,919	11,334,259	11,974,659	12,669,119	13,418,659	14,234,299	15,120,119	16,089,219
Utilities	74,099,463	75,150,032	76,760,162	74,608,462	76,209,762	77,846,228	79,518,643	81,343,159	83,299,539	85,118,742	87,071,751	89,069,570	91,113,229	93,205,779	95,342,295	97,529,879	99,767,655	102,058,777	104,398,421	106,793,794	109,244,127	111,755,427
Chemicals	23,750,828	24,087,563	24,606,216	23,913,976	24,427,234	24,951,765	25,487,818	26,027,623	26,607,847	27,282,797	27,908,788	28,549,141	29,204,188	29,874,264	30,559,715	31,260,893	31,978,159	32,711,883	33,462,442	34,230,221	35,015,618	35,819,158
Repairs & maintenance	13,221,357	13,551,891	13,890,688	14,237,955	14,593,904	14,958,752	15,332,721	15,716,039	16,084,940	16,511,663	16,924,455	17,347,566	17,781,255	18,225,787	18,681,431	19,148,467	19,627,179	20,117,858	20,620,805	21,136,325	21,664,733	22,205,440
1c- All other costs																						
Telecommunications	2,401,402	2,461,437	2,522,973	2,586,047	2,650,698	2,716,966	2,784,890	2,854,512	2,925,875	2,999,022	3,073,998	3,150,848	3,229,619	3,310,359	3,393,118	3,477,946	3,564,895	3,654,017	3,745,368	3,839,002	3,934,977	4,032,302
Purchased services	14,240,290	14,596,297	14,961,205	15,335,235	15,718,616	16,111,381	16,514,371	16,927,230	17,350,411	17,784,171	18,228											

		2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
		0	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21
Current operations - Water system																							
1.a- Labor costs																							
Average Water Headcount		1,075	1,075	1,075	1,075	1,075	1,075	1,075	1,075	1,075	1,075	1,075	1,075	1,075	1,075	1,075	1,075	1,075	1,075	1,075	1,075	1,075	1,075
Average cost per employee	2.50%	45,774	46,919	48,092	49,294	50,526	51,789	53,084	54,411	55,772	57,166	58,595	60,060	61,561	63,100	64,678	66,295	67,952	69,651	71,392	73,177	75,006	
Salary & Wages		49,197,284	50,427,216	51,687,897	52,980,094	54,304,596	55,662,211	57,053,766	58,480,111	59,942,113	61,440,666	62,976,683	64,551,100	66,164,877	67,818,999	69,514,474	71,252,336	73,033,645	74,859,486	76,730,973	78,649,247	80,615,478	
Overtime		7,008,371	7,183,580	7,363,170	7,547,249	7,735,930	7,929,329	8,127,562	8,330,751	8,539,020	8,752,495	8,971,307	9,195,590	9,425,480	9,661,117	9,902,645	10,150,211	10,403,966	10,664,065	10,930,667	11,203,934	11,484,032	
% of salary and wages		14.2%	14.2%	14.2%	14.2%	14.2%	14.2%	14.2%	14.2%	14.2%	14.2%	14.2%	14.2%	14.2%	14.2%	14.2%	14.2%	14.2%	14.2%	14.2%	14.2%	14.2%	
Benefits - Health	5.00%	15,874,577	16,668,306	17,501,721	18,376,807	19,295,648	20,260,430	21,273,451	22,337,124	23,453,980	24,626,679	25,858,013	27,150,914	28,508,460	29,933,883	31,430,577	33,002,105	34,652,211	36,384,821	38,204,062	40,114,265	42,119,979	
Benefits - Social Security	% of salary	3,159,705	4,188,596	4,294,971	4,239,727	4,294,488	4,345,978	4,452,235	4,686,893	4,777,359	4,864,937	4,978,443	5,102,615	5,239,983	5,382,999	5,509,376	5,642,274	5,783,400	5,929,540	6,079,668	6,232,112	6,386,269	
Benefits - Other	2.50%	5,090,793	5,218,063	5,348,515	5,482,228	5,619,283	5,759,765	5,903,760	6,051,354	6,202,637	6,357,703	6,516,646	6,679,562	6,846,551	7,017,715	7,193,158	7,372,987	7,557,311	7,746,244	7,939,900	8,138,398	8,341,858	
Pension	2.50%	2,491,693	2,553,985	2,617,835	2,683,280	2,750,362	2,819,122	2,889,600	2,961,840	3,035,886	3,111,783	3,189,577	3,269,317	3,351,050	3,434,826	3,520,696	3,608,714	3,698,932	3,791,405	3,886,190	3,983,345	4,082,929	
Post retirement medical (OP)	5.00%	14,764,923	15,503,170	16,278,328	17,092,245	17,946,857	18,844,200	19,786,410	20,775,380	21,814,517	22,905,242	24,050,505	25,253,300	26,515,681	27,841,465	29,233,539	30,695,216	32,229,976	33,841,475	35,533,549	37,310,226	39,175,738	
Benefits & Pension		41,381,692	44,132,119	46,041,370	47,874,287	49,906,639	52,029,495	54,305,455	56,812,940	59,284,379	61,866,344	64,593,184	67,455,438	70,461,724	73,610,887	76,887,346	80,321,296	83,921,830	87,693,485	91,643,369	95,778,347	100,106,772	
1.b- Other operating costs																							
Contractual services	2.50%	44,769,562	45,888,801	47,036,021	48,211,922	49,417,220	50,652,650	51,918,966	53,216,941	54,547,364	55,911,048	57,308,824	58,741,545	60,210,084	61,715,336	63,258,219	64,839,675	66,460,666	68,122,183	69,825,238	71,570,869	73,360,140	
Utilities - Water	2.50%	80,802	92,089	94,072	91,426	93,388	95,393	97,443	99,678	101,966	104,305	106,698	109,146	111,651	114,213	116,833	119,514	122,256	125,061	127,931	130,866	133,869	
Utilities - Gas	2.50%	2,323,244	2,356,183	2,406,916	2,339,203	2,389,408	2,440,716	2,493,152	2,550,356	2,608,873	2,668,732	2,729,965	2,792,602	2,856,677	2,922,223	2,989,272	3,057,859	3,128,020	3,199,791	3,273,209	3,348,311	3,425,136	
Utilities - Steam	2.50%	137,718	139,671	142,678	138,664	141,640	144,682	147,790	151,181	154,650	158,198	161,828	165,541	169,339	173,224	177,199	181,265	185,424	189,678	194,030	198,482	203,036	
Utilities - Electric	2.50%	30,911,219	31,349,473	32,024,489	31,123,552	31,791,548	32,474,214	33,171,876	33,932,988	34,711,564	35,508,005	36,322,719	37,156,126	38,008,656	38,880,746	39,772,846	40,685,415	41,618,923	42,573,849	43,550,686	44,549,936	45,572,114	
Utilities - Electric	2.50%	309,003	313,384	320,132	311,126	317,803	324,627	331,602	339,210	346,993	354,955	363,099	371,430	379,952	388,670	397,588	406,710	416,042	425,588	435,353	445,342	455,560	
Utilities - Sewage	2.50%	6,371,948	6,462,288	6,601,434	6,415,718	6,553,416	6,694,139	6,837,953	6,994,847	7,155,340	7,319,516	7,487,459	7,659,255	7,834,993	8,014,763	8,198,638	8,386,772	8,579,203	8,776,048	8,977,411	9,183,393	9,394,102	
Utilities		40,143,934	40,713,087	41,589,721	40,419,688	41,287,204	42,173,772	43,079,815	44,068,260	45,079,385	46,113,710	47,171,767	48,254,101	49,361,268	50,493,839	51,652,396	52,837,536	54,049,868	55,290,016	56,558,620	57,856,330	59,183,817	
Chemicals	2.50%	8,753,545	8,877,651	9,068,805	8,813,674	9,002,840	9,196,159	9,393,726	9,609,260	9,829,740	10,055,279	10,285,992	10,521,999	10,763,421	11,010,383	11,263,011	11,521,435	11,785,789	12,056,209	12,332,833	12,615,804	12,905,267	
Repairs & maintenance	2.50%	7,689,484	7,881,721	8,078,764	8,280,733	8,487,752	8,699,945	8,917,444	9,140,380	9,368,890	9,603,112	9,843,190	10,089,269	10,341,501	10,600,039	10,865,040	11,136,666	11,415,082	11,700,459	11,992,971	12,292,795	12,600,115	
1.c- All other costs																							
Telecommunications	2.50%	1,577,086	1,616,513	1,656,926	1,698,349	1,740,808	1,784,328	1,828,936	1,874,660	1,921,526	1,969,564	2,018,803	2,069,273	2,121,005	2,174,030	2,228,381	2,284,091	2,341,193	2,399,723	2,459,716	2,521,209	2,584,239	
Purchased services	2.50%	6,488,551	6,650,765	6,817,034	6,987,460	7,162,146	7,341,200	7,524,730	7,712,848	7,905,669	8,103,311	8,305,894	8,513,541	8,726,380	8,944,539	9,168,153	9,397,357	9,632,290	9,873,098	10,119,925	10,372,923	10,632,246	
Office Supplies	2.50%	347,303	355,986	364,885	374,007	383,358	392,941	402,765	412,834	423,155	433,734	444,577	455,692	467,084	478,761	490,730	502,998						

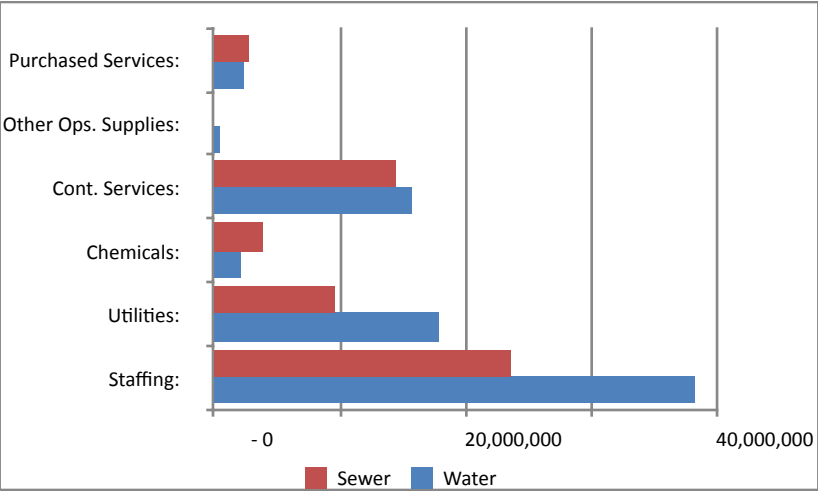
		2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
		0	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21
1- Current operations - Sewer system																							
1.a- Labor costs																							
Average Water Headcount		757	757	757	757	757	757	757	757	757	757	757	757	757	757	757	757	757	757	757	757	757	757
Average cost per employee	2.50%	40,456	41,468	42,504	43,567	44,656	45,773	46,917	48,090	49,292	50,524	51,788	53,082	54,409	55,770	57,164	58,593	60,058	61,559	63,098	64,676	66,292	
Salary & Wages		30,634,377	31,400,236	32,185,242	32,989,873	33,814,620	34,659,986	35,526,485	36,414,648	37,325,014	38,258,139	39,214,593	40,194,957	41,199,831	42,229,827	43,285,573	44,367,712	45,476,905	46,613,827	47,779,173	48,973,652	50,197,994	
Overtime		4,715,539	4,833,427	4,954,263	5,078,120	5,205,073	5,335,200	5,468,580	5,605,294	5,745,426	5,889,062	6,036,289	6,187,196	6,341,876	6,500,423	6,662,933	6,829,506	7,000,244	7,175,250	7,354,632	7,538,497	7,726,960	
% of salary and wages		15.4%	15.4%	15.4%	15.4%	15.4%	15.4%	15.4%	15.4%	15.4%	15.4%	15.4%	15.4%	15.4%	15.4%	15.4%	15.4%	15.4%	15.4%	15.4%	15.4%	15.4%	
Benefits - Health	5.00%	10,988,325	11,537,741	12,114,628	12,720,359	13,356,377	14,024,196	14,725,406	15,461,676	16,234,760	17,046,498	17,898,823	18,793,764	19,733,452	20,720,125	21,756,131	22,843,937	23,986,134	25,185,441	26,444,713	27,766,949	29,155,296	
Benefits - Social Security	% of salary	1,307,189	2,867,613	2,958,358	2,921,467	2,924,250	2,872,341	2,877,788	3,162,931	3,216,545	3,263,419	3,325,501	3,398,348	3,493,844	3,605,689	3,686,072	3,771,314	3,863,523	3,961,201	4,063,387	4,166,787	4,268,654	
Benefits - Other	2.50%	2,709,887	2,777,634	2,847,075	2,918,252	2,991,208	3,065,988	3,142,638	3,221,204	3,301,734	3,384,277	3,468,884	3,555,606	3,644,496	3,735,609	3,828,999	3,924,724	4,022,842	4,123,413	4,226,498	4,332,161	4,440,465	
Pension	2.50%	1,722,280	1,765,337	1,809,471	1,854,707	1,901,075	1,948,602	1,997,317	2,047,250	2,098,431	2,150,892	2,204,664	2,259,781	2,316,275	2,374,182	2,433,537	2,494,375	2,556,735	2,620,653	2,686,169	2,753,323	2,822,157	
Post retirement medical (OPI)	5.00%	7,781,367	8,170,435	8,578,957	9,007,905	9,458,300	9,931,215	10,427,776	10,949,165	11,496,623	12,071,454	12,675,027	13,308,778	13,974,217	14,672,928	15,406,575	16,176,903	16,985,748	17,835,036	18,726,788	19,663,127	20,646,283	
Benefits & Pension		24,509,047	27,118,760	28,308,489	29,422,690	30,631,210	31,842,343	33,170,925	34,642,225	36,348,093	37,916,540	39,572,899	41,316,277	43,162,285	45,108,533	47,111,313	49,211,254	51,414,982	53,725,744	56,147,555	58,682,347	61,332,855	
1.b- Other operating costs																							
Contractual services	2.50%	41,111,892	42,139,689	43,193,182	44,273,011	45,379,836	46,514,332	47,677,191	48,869,120	50,090,848	51,343,120	52,626,698	53,942,365	55,290,924	56,673,197	58,090,027	59,542,278	61,030,835	62,556,606	64,120,521	65,723,534	67,366,622	
Utilities - Water	2.50%	4,257,023	4,317,378	4,410,340	4,486,265	4,578,260	4,672,275	4,768,356	4,873,174	4,980,398	5,090,882	5,202,282	5,317,057	5,434,466	5,554,568	5,677,426	5,803,103	5,931,664	6,063,174	6,197,702	6,335,316	6,476,088	
Utilities - Gas	2.50%	80%	9,797,763	9,936,674	10,150,630	9,865,065	10,076,796	10,293,177	10,514,311	10,755,557	11,002,338	11,254,781	11,513,017	11,777,178	12,047,399	12,323,821	12,606,585	12,895,838	13,191,726	13,494,404	13,804,027	14,120,754	14,444,748
Utilities - Steam	2.50%	80%	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	
Utilities - Electric	2.50%	80%	18,557,408	18,820,512	19,225,755	18,684,881	19,085,910	19,495,745	19,914,583	20,371,513	20,838,928	21,317,067	21,806,177	22,306,509	22,818,321	23,341,877	23,877,445	24,425,302	24,985,729	25,559,015	26,145,454	26,745,349	27,359,099
Utilities - Electric	2.50%	80%	971,244	985,014	1,006,223	977,916	998,904	1,020,354	1,042,275	1,066,189	1,090,653	1,115,677	1,141,276	1,167,462	1,194,249	1,221,650	1,249,680	1,278,354	1,307,685	1,337,688	1,368,382	1,399,778	1,431,896
Utilities - Sewage	2.50%	80%	372,091	377,366	385,492	374,647	382,668	390,905	399,303	408,465	417,837	427,424	437,231	447,264	457,526	468,023	478,762	489,747	500,984	512,479	524,237	536,266	548,500
Utilities		33,955,529	34,436,944	35,178,440	34,188,774	34,922,558	35,762,456	36,438,828	37,274,899	38,130,154	39,005,414	39,899,884	40,815,470	41,751,961	42,709,940	43,689,899	44,692,343	45,717,588	46,766,761	47,839,802	48,973,464	50,100,311	
Chemicals	2.50%	80%	14,997,283	15,209,912	15,537,411	15,100,301	15,424,395	15,755,606	16,094,092	16,463,363	16,841,107	17,227,518	17,622,796	18,027,142	18,440,766	18,863,881	19,296,704	19,739,457	20,192,370	20,655,674	21,129,609	21,614,418	22,110,350
Repairs & maintenance	2.50%	5,531,873	5,670,170	5,811,924	5,957,222	6,106,153	6,258,807	6,415,277	6,575,659	6,740,050	6,908,551	7,081,265	7,258,207	7,439,754	7,625,748	7,816,392	8,011,802	8,212,097	8,417,399	8,627,834	8,843,530	9,064,618	
1.c- All other costs																							
Telecommunications	2.50%	824,316	844,924	866,047	887,698	909,891	932,638	955,954	979,853	1,004,349	1,029,458	1,055,194	1,081,574	1,108,613	1,136,329	1,164,737	1,193,855	1,223,702	1,254,294	1,285,652	1,317,793	1,350,738	
Purchased services	2.50%	7,751,739	7,945,532	8,144,171	8,347,775	8,556,469	8,770,381	8,989,641	9,214,382	9,444,741	9,680,860	9,922,881	10,170,953	10,425,227	10,685,858	10,953,004	11,226,829	11,507,500	11,795,188	12,090,067	12,392,319	12,702,127	
Office Supplies	2.50%	238,316	244,274	250,381	256,640	263,056	269,633	276,373	283,283	290,365	297,624	305,065	312,691	320,509	328,521	336,734	345,153	353,781	362,626	371,692	380,984	390,509	
Other Operating Supplies	2.50%	803,083	823,160	843,739	864,834																		

	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
	0	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21
1- Existing Bonds - Water																						
1.a- Senior Bonds Liens																						
Principal repayment	34,290,000	45,985,000	48,400,000	51,120,000	53,570,000	55,630,000	48,950,000	51,310,000	54,355,000	57,205,000	59,785,000	62,055,000	64,925,000	67,860,000	70,915,000	74,625,000	78,115,000	81,285,000	85,220,000	89,415,000	94,135,000	- 0
Water1993	- 0	11,815,000	12,910,000	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0
Water1995B	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0
Water1997A	- 0	6,520,000	6,910,000	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0
Water2001A	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	25,020,000	48,770,000	- 0	- 0	- 0	- 0
Water2003A	- 0	- 0	- 0	- 0	- 0	- 0	500,000	- 0	250,000	3,550,000	- 0	- 0	9,970,000	20,955,000	21,900,000	22,985,000	24,120,000	2,825,000	2,970,000	3,115,000	3,275,000	- 0
Water2003CFix	- 0	- 0	2,120,000	2,620,000	2,655,000	2,930,000	2,790,000	2,965,000	4,580,000	4,665,000	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0
Water2003CVar	2,005,000	2,330,000	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0
Water2003D	310,000	325,000	335,000	350,000	360,000	370,000	385,000	405,000	420,000	440,000	455,000	480,000	9,360,000	9,800,000	10,250,000	23,920,000	- 0	- 0	- 0	26,325,000	56,605,000	- 0
Water2004B	16,255,000	85,000	90,000	13,545,000	14,275,000	14,940,000	15,810,000	16,665,000	16,085,000	16,935,000	6,280,000	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0
Water2005A	2,025,000	2,120,000	2,230,000	2,360,000	2,495,000	2,635,000	2,790,000	2,955,000	3,030,000	3,225,000	3,430,000	3,650,000	3,790,000	4,080,000	4,290,000	4,615,000	4,890,000	5,145,000	5,415,000	5,715,000	6,095,000	- 0
Water2005B	2,020,000	2,125,000	2,225,000	2,305,000	2,385,000	2,465,000	2,575,000	2,690,000	2,905,000	3,025,000	3,145,000	3,270,000	3,490,000	3,620,000	3,850,000	3,980,000	4,215,000	4,425,000	4,630,000	4,840,000	5,050,000	- 0
Water2005C	2,085,000	9,270,000	9,735,000	17,545,000	18,425,000	18,700,000	8,245,000	8,655,000	9,090,000	9,540,000	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0
Water2006A	3,935,000	7,285,000	7,650,000	8,030,000	8,430,000	8,855,000	9,295,000	9,760,000	10,250,000	10,760,000	11,300,000	11,865,000	12,460,000	13,080,000	13,735,000	14,420,000	15,140,000	15,900,000	16,695,000	17,530,000	18,405,000	- 0
Water2006ID	1,715,000	15,000	15,000	15,000	20,000	20,000	2,650,000	3,200,000	5,000	5,000	20,125,000	27,425,000	9,955,000	40,000	40,000	40,000	45,000	45,000	51,170,000	27,375,000	- 0	- 0
Water2011A	3,280,000	3,410,000	3,550,000	3,695,000	3,845,000	4,000,000	3,160,000	3,225,000	4,215,000	4,195,000	4,170,000	4,140,000	4,085,000	4,020,000	3,930,000	3,935,000	3,910,000	3,350,000	3,470,000	3,590,000	3,725,000	- 0
Water2011B	660,000	685,000	630,000	655,000	680,000	715,000	750,000	790,000	825,000	865,000	915,000	735,000	780,000	650,000	690,000	730,000	775,000	825,000	870,000	925,000	980,000	- 0
Water2011C	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	2,700,000	- 0	9,965,000	10,490,000	11,035,000	11,615,000	12,230,000	- 0	- 0	- 0	- 0	- 0	- 0	- 0
Interests	95,128,519	93,055,884	90,473,954	87,898,769	85,318,945	82,594,293	79,965,717	77,446,241	74,784,991	71,977,426	69,008,177	65,905,006	62,660,686	59,272,832	55,764,849	52,115,962	48,294,433	44,339,542	40,233,507	35,945,939	31,398,773	- 0
Water1993	1,607,125	1,219,981	416,126	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0
Water1995B	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0
Water1997A	872,950	659,308	222,729	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0
Water2001A	3,689,500	3,689,500	3,689,472	3,689,528	3,689,500	3,689,500	3,689,472	3,689,528	3,689,500	3,689,500	3,689,472	3,689,528	3,689,500	3,689,500	3,689,472	3,689,528	3,058,859	1,209,229	- 0	- 0	- 0	- 0
Water2003A	8,927,125	8,927,125	8,927,058	8,927,192	8,927,125	8,927,125	8,915,716	8,904,692	8,898,702	8,807,870	8,724,185	8,724,315	8,472,951	7,697,569	6,625,954	5,505,272	4,325,794	3,656,545	3,511,614	3,359,724	3,199,702	- 0
Water2003CFix	1,285,250	1,285,250	1,239,821	1,126,007	987,333	840,668	690,543	539,659	346,809	115,666	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0
Water2003CVar	79,904	27,842	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0
Water2003D	7,020,859	7,008,157	6,994,734	6,980,637	6,965,562	6,950,048	6,932,494	6,912,871	6,892,164	6,870,660	6,848,230	6,824,985	6,577,077	6,097,986	5,596,604	4,741,263	4,146,500	4,146,500	4,146,469	3,484,800	1,403,494	- 0
Water2004B	6,107,572	5,702,824	5,699,280	5,370,466	4,688,390	3,959,180	3,190,230	2,379,363	1,559,570	733,895	155,710	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0
Water2005A	4,261,738	4,158,582	4,050,582	3,937,037	3,816,592	3,689,034	3,553,451	3,410,046	3,260,177	3,103,762	2,937,324	2,760,571	2,574,271	2,377,462	2,168,153	1,945,808	1,720,121	1,494,286	1,256,628	1,006,516	740,360	- 0
Water2005B	9,882,297	9,778,651	9,681,025	9,590,682	9,496,670	9,381,018	9,242,324	9,097,851	8,943,668	8,780,566	8,610											

	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
	0	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21
1- Existing Bonds - Sewer																						
1.a- Senior Bonds Liens																						
Principal repayment	36,565,000	35,685,000	37,600,000	47,275,000	49,350,000	51,515,000	53,445,000	54,220,000	46,975,000	61,750,000	74,305,000	74,690,000	73,325,000	95,030,000	99,885,000	105,610,000	110,845,000	83,645,000	98,140,000	140,965,000	125,500,000	- 0
Sewer1998A	2,900,000	3,110,000	3,225,000	3,540,000	3,660,000	3,885,000	4,095,000	7,415,000	7,745,000	12,585,000	13,350,000	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0
Sewer1998B	3,110,000	3,125,000	3,240,000	3,455,000	3,575,000	3,895,000	4,015,000	7,330,000	7,665,000	12,600,000	13,265,000	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0
Sewer1999A	7,700,000	8,395,000	8,725,000	9,200,000	9,085,000	9,100,000	9,155,000	8,720,000	10,170,000	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0
Sewer2001C1Ins	545,000	575,000	600,000	625,000	655,000	690,000	720,000	- 0	- 0	- 0	- 0	10,100,000	27,325,000	35,705,000	37,380,000	- 0	- 0	- 0	- 0	- 0	- 0	- 0
Sewer2001C1Unins	- 0	- 0	- 0	- 0	- 0	- 0	- 0	755,000	790,000	10,225,000	10,150,000	16,080,000	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0
Sewer2001C2	295,000	310,000	325,000	345,000	365,000	380,000	400,000	420,000	440,000	470,000	495,000	520,000	550,000	580,000	615,000	55,840,000	59,300,000	- 0	- 0	- 0	- 0	- 0
Sewer2001D	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	21,315,000	- 0	- 0
Sewer2003ACall	15,055,000	3,225,000	3,600,000	200,000	3,450,000	715,000	300,000	50,000	4,795,000	5,465,000	8,935,000	18,215,000	13,210,000	9,005,000	9,520,000	9,965,000	10,540,000	11,055,000	11,270,000	5,425,000	- 0	- 0
Sewer2003ANC	- 0	3,815,000	11,880,000	12,535,000	13,215,000	13,950,000	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0
Sewer2003B	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	24,500,000	125,500,000	- 0
Sewer2004A	6,960,000	7,310,000	- 0	- 0	- 0	- 0	14,830,000	15,605,000	5,525,000	5,545,000	5,835,000	6,145,000	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0
Sewer2006C	- 0	- 0	- 0	8,495,000	8,915,000	9,150,000	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0
Sewer2006D	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	36,570,000	42,480,000	28,795,000	38,225,000	60,880,000	61,645,000	20,185,000	- 0	- 0
Sewer2012AIns	- 0	- 0	- 0	8,880,000	- 0	9,750,000	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0
Sewer2012AUnins22Call	- 0	5,820,000	6,005,000	- 0	6,430,000	- 0	19,930,000	13,925,000	9,845,000	14,860,000	22,275,000	- 0	- 0	13,170,000	9,890,000	11,010,000	2,780,000	11,710,000	25,225,000	69,540,000	- 0	- 0
Sewer2012AUnins17Call	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	23,630,000	32,240,000	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0
Interests	85,318,850	83,922,592	82,492,512	80,710,896	78,647,482	76,490,598	74,259,925	71,941,294	69,813,201	67,198,694	63,573,238	59,504,611	55,302,823	51,151,544	47,180,386	43,116,425	38,953,917	36,073,568	34,108,223	30,105,165	22,542,981	- 0
Sewer1998A	3,399,957	3,234,635	3,060,374	2,874,576	2,676,260	2,473,618	2,264,082	1,961,793	1,563,223	1,028,516	347,557	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0
Sewer1998B	3,381,972	3,210,506	3,035,421	2,851,564	2,657,929	2,457,341	2,249,661	1,951,699	1,557,465	1,024,444	345,344	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0
Sewer1999A	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0
Sewer2001C1Ins	7,952,801	7,923,395	7,892,487	7,860,488	7,826,777	7,791,464	7,754,387	7,735,758	7,735,700	7,735,642	7,380,321	6,064,464	3,856,004	1,297,547	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0
Sewer2001C1Unins	2,470,000	2,470,000	2,469,982	2,470,018	2,470,000	2,470,000	2,469,982	2,445,347	2,395,039	2,034,531	1,372,356	519,744	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0
Sewer2001C2	6,319,752	6,307,649	6,294,900	6,281,609	6,267,340	6,252,438	6,236,788	6,219,445	6,200,019	6,179,538	6,157,775	6,135,057	6,110,898	6,085,468	6,058,529	4,571,063	1,543,831	- 0	- 0	- 0	- 0	- 0
Sewer2001D	51,156	51,156	51,226	51,086	51,156	51,156	51,226	51,086	51,156	51,156	51,226	51,086	51,156	51,156	51,226	51,086	51,156	51,156	51,226	140	- 0	- 0
Sewer2003ACall	6,783,041	6,340,492	6,171,616	6,080,502	5,991,266	5,891,888	5,870,719	5,863,851	5,741,952	5,485,409	5,128,281	4,452,417	3,666,536	3,112,025	2,648,776	2,162,278	1,648,834	1,108,853	550,682	134,884	- 0	- 0
Sewer2003ANC	2,970,425	2,903,114	2,507,498	1,836,915	1,127,676	380,472	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0
Sewer2003B	11,250,000	11,250,000	11,249,916	11,250,084	11,250,000	11,250,000	11,249,916	11,250,084	11,250,000	11,250,000	11,249,916	11,250,084	11,250,000	11,250,000	11,249,916	11,250,084	11,250,000	11,250,000	11,249,916	10,326,300	4,667,568	- 0
Sewer2004A	3,346,032	2,989,210	2,807,941	2,807,984	2,807,963	2,807,963	2,415,460	1,617,527	1,063,902	773,310	474,520	160,425	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0
Sewer2006C	1,349,238	1,349,238	1,349,227	1,125,032	678,543	226,870	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0	- 0
Sewer2006D	2,265,664	2,261,081	2,265,719	2,256,443	2,261,081	2,261,081	2,265,719	2,256,443	2,261,081	2,261,081												

Detroit Water and Sewer EMA Savings with Veolia Modified INPUTS	
Water Controllable	152,958,914
Water Uncontrollable	230,390,227
Sewer Controllable	
Sewer Uncontrollable	
TOTAL ANNUAL BUDGET:	
EMA Savings Identified; ADJUSTED FOR VEOLIA	
Staffing:	\$ 61,797,677
Utilities:	\$ 27,450,082
Chemicals:	\$ 5,937,707
Contractual Services:	\$ 30,058,509
Other Operating Supplies:	\$ 744,142
Purchased Services:	\$ 4,984,102
Vehicles:	\$ 1,448,000
OTHER OpEx	\$ 4,337,878
Annual Payment for EMA Capital Required 20Yr @ 5.0%	\$ 16,951,247
Outsourcing Identified by EMA to realize Savings	\$ 9,590,000
Net Personnel Savings Identified	\$ 61,797,677
Net Non-Personnel Savings Identified	\$ 74,960,420

Savings	Water	Sewer	Total
Staffing:	38,303,034	23,494,643	61,797,677
Utilities:	17,841,800	9,581,042	27,422,841
Chemicals:	2,188,386	3,749,321	5,937,707
Cont. Services:	15,669,347	14,389,162	30,058,509
Other Ops. Supplies:	543,372	200,771	744,142
Purchased Services:	2,270,993	2,713,109	4,984,102
TOTAL SAVINGS:	76,816,931	54,128,047	130,944,978



VEOLIA Projected % Savings

Detroit Water and Sewer		Yr0	New Yr0	Phased-In Over 5 Years				
		0	1	Yr1	Yr2	Yr3	Yr4	Yr5
Personnel % of Savings:		0	1	20%	20%	30%	20%	10%
Non-Personnel % of Savings:		0	1	40%	25%	35%	0%	0%
Personnel Savings:	\$	- 0	\$ 61,797,677	\$ 12,359,535	\$ 12,359,535	\$ 18,539,303	\$ 12,359,535	\$ 6,179,768
Non-Personnel Savings:	\$	- 0	\$ 74,960,420	\$ 29,984,168	\$ 18,740,105	\$ 26,236,147	\$ - 0	\$ - 0
Est. Savings \$:	\$	- 0	\$ 136,758,097	\$ 42,343,703	\$ 31,099,640	\$ 44,775,450	\$ 12,359,535	\$ 6,179,768
Detroit Water and Sewer Budget								
2013-2014 Budget:								
Annual Payment for EMA Capital Required 20Yr @ 5.0%:	\$	-	\$ 16,951,247					
Outsourcing Identified by EMA to realize Savings:	\$	-	\$ 9,590,000	\$ 3,193,470	\$ 3,193,470	\$ 3,193,470	\$ -	\$ -
Revised Annual Cost:								
Personnel Savings:	\$	-	\$ 61,797,677	\$ 12,359,535	\$ 12,359,535	\$ 18,539,303	\$ 12,359,535	\$ 6,179,768
Non-Personnel Savings:	\$	-	\$ 74,960,420	\$ 29,984,168	\$ 18,740,105	\$ 26,236,147	\$ -	\$ -
TOTAL:								

Key Assumptions -- timing of savings gained

\$ 9,580,410

Target DWSD budget after identified savings

O&M Direct Costs
12% Margin
Total O&M Fee

9,590,000 3,273,307 6,710,279 10,317,054 10,574,980 10,839,355

conservative	water	-141.4	-282.8	-494.9	-707	-707
conservative	sewer	-99.4	-198.8	-347.9	-497	-497
aggressive	water	-282.8	-494.9	-707	-707	-707
aggressive	sewer	-198.8	-347.9	-497	-497	-497

	FY 2012-13	FY 2013-14
Revenue From Water Budget 2013-2014:	\$393,892,255	\$396,736,339
Revenue From Sewer Budget 2013-2014:	\$539,497,345	\$536,997,355

Water Rate % Increase:	4%	4%	4%	4%	4%	4%	4%	4%	4%	4%
Water Meter Revenue % Increase:	0%	2%	2%	0%	0%	0%	0%	0%	0%	0%
Sewer Rate % Increase:	4%	4%	4%	4%	4%	4%	4%	4%	4%	4%
Population [HOUSEHOLDS] Change City:	-1.2%	-1.2%	-1.2%	-1.2%	-1.2%	-1.2%	-1.2%	-1.2%	-1.2%	-1.2%
Population [HOUSEHOLDS] Change Counties:	0.9%	0.9%	0.9%	0.9%	0.9%	0.9%	0.9%	0.9%	0.9%	0.9%
Percent Increase in Annual O&M Cost:	0.7%	0.7%	0.7%	0.7%	0.7%	0.7%	0.7%	0.7%	0.7%	0.7%

				VEOLIA Savings Implemented Over 5 Years					CPI % Increase All Cities					
Allocation	Millions of \$\$	2011-12	2012-13	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Yr 6	Yr 7	Yr 8	Yr 9	Yr 10	Yr 11
				2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
Water Operating Revenues														
21.3% Water Sales-Detroit	71.5	83.8		84.4	86.7	90.8	95.1	97.7	100.4	103.2	106.0	108.9	111.9	115.0
76.9% Water Sales-Suburban	258.6	303.1		305.3	320.3	342.6	366.4	384.5	403.5	423.4	444.3	466.2	489.2	513.4
1.8% Other	6.0	7.0		7.1	7.4	7.7	8.0	8.3	8.6	9.0	9.3	9.7	10.1	10.5
Total Operating Revenue	336.1	393.9		396.7	414.4	441.1	469.5	490.5	512.5	535.6	559.6	584.9	611.3	638.9
Sewer Operating Revenues														
42.6% Sewer Retail Billing	186.6	230.0		228.9	238.1	247.6	257.5	267.8	278.5	289.7	301.3	313.3	325.8	338.9
55.5% Sewer Wholesale Billing	242.8	299.3		297.9	309.8	322.2	335.1	348.5	362.4	376.9	392.0	407.7	424.0	440.9
1.9% Other	8.3	10.2		10.2	10.6	11.0	11.5	11.9	12.4	12.9	13.4	13.9	14.5	15.1
Subtotal	437.7	539.5		537.0	558.5	580.8	604.0	628.2	653.3	679.5	706.7	734.9	764.3	794.9
TOTAL OPERATING REVENUES	773.8	933.4		933.7	972.9	1,021.9	1,073.6	1,118.7	1,165.9	1,215.0	1,266.3	1,319.8	1,375.6	1,433.8
O&M Cost with EMA Savings YRS 2014-19														
Margin on Controllable Costs														
NET Operating Revenues														

Net margin (for Yrs 6-11):

DWSD Operating Expense History										Conservative Aggressive										Conservative Aggressive									
Summary of Historical Data from FAAR and 2014 Budget Tool (Updated) Budget Matches Bars)																													
WATER SUPPLY SYSTEM										SEWAGE DISPOSAL SYSTEM										COMBINED WATER & SEWER									
FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12	FY 2012-13	FY 2013-14					FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12	FY 2012-13	FY 2013-14					FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12	FY 2012-13	FY 2013-14				
\$	\$	\$	\$	\$	Budget	39.25%				\$	\$	\$	\$	\$	Budget	39.25%				\$	\$	\$	\$	\$	Budget	39.25%			
Salaries	38,472,871	30,392,194	33,172,650	31,831,178	30,336,528	30,645,246	12,028,259	39.25%		27,206,474	24,220,783	22,668,059	21,323,835	18,239,099	22,450,289	8,811,738	39.25%		65,679,345	54,612,978	55,840,709	53,155,013	48,575,627	53,095,535		32,255,538			
Salaries - Overtime	3,629,215	3,316,655	3,377,283	3,513,661	3,949,434	3,728,200	1,463,319	39.25%		4,184,399	4,675,138	5,162,386	4,961,150	5,140,174	2,411,932	946,683	39.25%		7,813,614	7,991,793	8,539,669	8,474,811	9,089,608	6,140,132		3,730,130			
Salaries - Shift Premium	182,052	184,812	184,034	176,666	152,068	187,346	73,533	39.25%		245,804	249,894	245,644	277,327	201,537	141,780	55,649	39.25%		427,856	434,706	429,678	453,994	353,605	329,126		199,944			
Salaries - Holiday Premium	250,867	207,990	272,060	247,670	143,426	242,738	95,275	39.25%		362,292	335,023	427,779	403,328	248,819	206,618	81,098	39.25%		613,159	543,913	699,839	650,998	392,245	449,356		272,984			
Salaries ???	4,683	18,517	12,061	4,917	9,971	0	0	0.00%		2,301	9,590	6,043	8,141	4,936	0	0	0.00%		6,984	27,907	18,103	13,058	14,007	0		0			
Salary Clearing Transfer	(14,569,301)	(13,832,221)	(12,129,726)	(11,323,501)	(7,940,707)	(15,554,799)	0	0.00%		6,069,576	6,111,449	6,015,734	6,941,280	7,043,616	11,129,641	0	0.00%		(8,499,724)	(7,720,772)	(6,113,991)	(4,382,222)	(2,697,091)	(4,425,158)		(4,425,158)			
Subtotal Salaries	27,970,388	20,287,947	24,888,362	24,450,592	24,849,819	19,248,731	13,660,386			38,070,846	35,602,578	34,525,645	33,915,061	30,878,181	36,340,260	9,895,168			66,041,234	55,890,524	59,414,008	58,365,653	55,728,000	55,588,991		32,033,438			
Wages	21,937,147	15,397,962	20,043,514	18,904,677	16,771,639	18,552,038	7,281,675	39.25%		9,730,632	3,296,058	8,015,816	7,423,849	4,936,945	8,184,088	3,212,255	39.25%		31,667,780	18,694,020	28,059,331	26,328,526	21,708,584	26,736,126		16,242,197			
Wages - Overtime	2,445,712	2,192,069	2,638,642	2,164,617	2,496,442	2,578,431	1,012,034	39.25%		1,991,334	2,210,717	2,448,225	2,072,441	1,486,745	1,632,500	640,756	39.25%		4,437,046	4,402,785	5,086,867	4,237,058	3,983,188	4,210,931		2,558,141			
Wages - Shift Premium	164,838	134,551	135,465	115,295	85,668	122,699	48,159	39.25%		66,163	50,663	57,000	54,040	39,501	121,016	47,499	39.25%		231,001	185,215	192,464	169,334	125,169	243,715		148,057			
Wages - Holiday Premium	210,216	165,097	200,708	179,879	75,054	148,957	58,466	39.25%		120,875	98,770	126,227	112,805	62,791	201,693	79,165	39.25%		331,090	263,866	326,935	292,684	137,845	350,650		213,020			
Wages ???	3,125	7,123	10,500	9,040	11,014	0	0	0.00%		790	1,358	1,100	2,696	168	0	0	0.00%		3,916	8,480	11,689	11,736	11,182	0		0			
Wage Clearing Transfer	(4,222,117)	(4,328,105)	(6,623,647)	(6,090,450)	(2,950,243)	(9,139,932)	0	0.00%		2,657,777	2,603,729	5,704,737	5,419,403	2,538,413	(25,297)	0	0.00%		(1,564,339)	(1,724,376)	(918,910)	(671,047)	(411,830)	(9,165,229)		(9,165,229)			
Subtotal Wages	20,538,923	13,568,696	16,405,270	15,283,057	16,489,574	12,262,193	8,400,334			14,567,571	8,261,294	16,353,105	15,085,234	9,064,563	10,114,000	3,979,674			35,106,494	21,829,990	32,758,375	30,368,291	25,554,137	22,376,193		9,996,185			
SUBTOTAL SALARIES / WAGES	48,509,310	33,856,643	41,293,632	39,733,649	41,339,393	31,510,924				52,638,418	43,863,872	50,878,750	49,000,295	39,942,744	46,454,261				101,147,728	77,720,515	92,172,383	88,733,944	81,282,137	77,965,184			3,316,953		
Pensions & Health Care	35,589,400	40,241,442	46,396,957	50,461,908	45,239,493	39,146,380	15,364,954	39.25%		30,514,068	35,352,610	42,878,771	45,756,007	40,937,847	22,555,683	8,853,106	39.25%		66,103,468	75,594,052	89,275,728	96,217,915	86,177,340	61,702,063		37,484,003			
Other Compensation	1,393,736	1,336,689	1,158,024	1,582,123	2,044,974	388,448	388,448	39.25%		900,150	1,179,387	516,727	1,652,695	775,459	1,282,225	503,273	39.25%		2,293,886	2,516,075	1,674,751	3,234,819	2,820,433	2,271,901		1,380,180			
Other Health	465,485	1,121,767	1,197,480	1,130,835	1,191,098	1,245,636	488,912	39.25%		1,154,514	1,098,214	1,151,268	1,104,895	1,151,140	671,139	263,422	39.25%		1,619,999	2,219,981	2,348,748	2,235,730	2,342,237	1,916,775		1,164,441			
Wage Clearing Transfer	(14,929,837)	(12,978,667)	(13,542,616)	(14,671,238)	(11,537,787)	(18,313,738)	0	0.00%		9,632,310	8,090,309	9,965,863	11,225,739	8,927,805	(370,792)	0	0.00%		(5,297,527)	(4,888,338)	(3,576,732)	(3,445,499)	(2,609,982)	(18,684,529)		(18,684,529)			
Pensions and Fringe Benefits	22,518,784	29,721,231	35,209,846	38,503,629	36,937,778	23,067,954	16,242,314			42,201,041	45,720,520	54,512,629	59,739,336	51,792,251	24,138,255	9,619,801			64,719,825	75,441,750	89,722,475	98,242,065	88,730,029	47,206,210		21,344,095	\$ 61,797,677	\$39,956,904	\$17,422,535.17
SUBTOTAL PERSONNEL COSTS	71,028,095	63,577,874	76,503,478	78,237,278	78,277,171	54,578,878	38,303,034			94,839,459	89,584,391	105,391,379	108,739,631	91,734,995	70,592,516	23,494,643			165,867,553	153,162,265	181,894,858	186,976,909	170,012,166	125,171,394		21,344,095	44,840,772	\$17,422,535.17	\$22,534,369.22
Contractual Services	31,464,555	45,535,299	31,364,815	37,585,758	36,504,152	44,709,562	15																						